MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017 / 2018 SESSION

DOB5018 – ORGANISATIONAL BEHAVIOUR

(All sections / Groups)

13 MARCH 2018
2.30 PM – 4.30 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **NINE (9)** pages with **THREE (3)** sections.
2. Answer **ALL** questions.
3. For sections A and B, shade your answers in the OMR sheet provided.
4. For section B, shade "**A**" for **TRUE** statement and shade "**B**" for **FALSE** statement.
5. For section C, write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1.5 marks).

1. Which of the following is an example of externally caused behaviour?

   A) An employee is late to work because he was partying late and overslept.
   B) An employee is late because of a flat tire.
   C) An employee was fired because he violated a company policy.
   D) An employee was promoted because he was hard working.

2. Shiela's rating in a job interview is high in contrast to the candidate who was interviewed directly before her, who was rated extremely low. In this case, Shiela's high rating can be partially attributed to the _____.

   A) confirmation bias
   B) contrast effect
   C) fundamental attribution error
   D) self-serving bias

3. The three criteria for making ethical decisions are _____.

   A) utilitarianism, creativity, and rights
   B) historical precedents, rights, and utilitarianism
   C) rewards, regulations, and time orientation
   D) utilitarianism, rights, and justice

4. The belief that "violence is wrong" is an evaluative statement. Such an opinion constitutes the _____ component of an attitude.

   A) cognitive
   B) affective
   C) reflective
   D) behavioural

5. Employees' beliefs in the degree to which they influence their work environment, their competence, the meaningfulness of their job, and their perceived autonomy is termed as _____.

   A) psychological empowerment
   B) organisational commitment
   C) perceived organisational support
   D) employee engagement

Continued...

6. Employees at KKKM Express are dissatisfied with the working conditions, salary, and the general attitude of the management. Maria, Nadhrah, and Fujie are good friends who work at KKKM Express, yet each seems to be reacting differently to the problems at work. Maria is dissatisfied with the way that her manager treats her. She has quit her job and found a new position with another firm. She has expressed her dissatisfaction through _____.

   A) exit
   B) voice
   C) loyalty
   D) neglect

7. According to Maslow's hierarchy of needs, which of the following is a lower-order need?

   A) Social.
   B) Safety.
   C) Esteem.
   D) Self-actualization.

8. You manage a department of five employees. You have identified that Thom has high need for achievement, Anna has high need for power, and Nabil has high need for affiliation. Mei scored high on the need for power and low on the need for affiliation. Faizal scores low on both need for power and need for affiliation. Which of these five employees would be best suited as a mentor to new employees with a chance to develop friendships?

   A) Thom.
   B) Anna.
   C) Nabil.
   D) Mei.

9. Livinsha does not believe that the methods and processes for determining salary increases in her company are fair. As per this example, Livinsha believes that there is a problem with the firm's _____ justice.

   A) interpersonal
   B) distributive
   C) associative
   D) procedural

Continued...

10. With reference to the job characteristics model, which of the following defines task identity?

A) The degree to which a job requires completion of a whole and identifiable piece of work.
B) The degree to which work activities generates direct and clear information about performance.
C) The degree to which a job provides the worker freedom in scheduling and procedure.
D) The degree to which a job has an impact on the lives or work of other people.

11. Which of the following is an example of a piece-rate plan?

A) RM20 for each hour of work.
B) RM2 for each unit produced.
C) Productivity bonus.
D) Commission.

12. A _____ pay plan pays for individual performance based on performance appraisal ratings.

A) piece-rate
B) merit-based
C) skill-based
D) profit sharing

13. Which of the following is an example of an intrinsic reward?

A) Bonus.
B) Profit-sharing plan.
C) Employee stock option.
D) Employee recognition.

14. Which of the following is **NOT** likely to encourage group cohesiveness?

A) Stimulating competition with other groups.
B) Increasing the size of the group.
C) Obtaining agreement upon the established goals.
D) Increasing the group's status and the perceived difficulty of attaining membership.

Continued...

15. Which of the following statements is **TRUE** regarding a work team?

A) Today, work teams are rarely used in organisations.
B) Work teams are less flexible than traditional departments.
C) Work teams generate positive synergy through coordinated effort.
D) Work teams are less responsive to changing events than are traditional departments.

16. _____ teams are groups of employees who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors.

A) Critical
B) Self-managed work
C) Cross-functional
D) Problem-solving

17. Teams that are composed of people who score high on _____ are more creative and innovative.

A) emotional stability
B) agreeableness
C) openness to experience
D) extraversion

18. In a communication process, _____ is the check on how successful we have been in transferring our messages as originally intended.

A) editing
B) decoding
C) feedback
D) encoding

19. Which of the following is an example of downward communication flow?

A) An employee provides feedback to higher-ups regarding her progress toward goals.
B) An employee suggests a way of improving efficiency of a process to his team lead.
C) An employee receives mail from her team leader pointing out problems that need attention.
D) An employee informs her colleague about changes in the company policy.

Continued...

20. Vincent is working on a project. He feels that the parameters need to be changed to meet client specifications. First he must talk to his immediate supervisor, who then discusses the issue with her department director. Vincent is most likely part of which of the following types of small-group communication network?

A) Star network.
B) Mesh network.
C) Chain network.
D) All-channel network.

21. Which of the following statements is **TRUE** regarding oral communication?

A) It is often tangible and verifiable.
B) It can be stored for an indefinite period.
C) The sender can quickly obtain feedback from the receiver.
D) As compared to written communication, it is more likely to be well thought out, logical, and clear.

22. The Ohio State Studies narrowed the independent dimensions of leader behaviour to two dimensions that substantially accounted for most of the leadership behaviour described by employees: consideration and _____.

A) employee-orientation
B) empathy
C) constructing vision
D) initiating structure

23. If followers are _____ and _____, the leader does **NOT** need to act.

A) unable; willing
B) able; unwilling
C) able; willing
D) unable; unwilling

24. Which of the following is **NOT** a key characteristic of a charismatic leader?

A) Sensitivity to follower needs.
B) Unconventional behaviour.
C) Vision and articulation.
D) Focus on maintaining status quo.

Continued...

25. _____ conflict supports the goals of the group while _____ conflict hinders group performance.

A) Interactionist; dysfunctional
B) Functional; dysfunctional
C) Dysfunctional; functional
D) Dysfunctional; interactionist

26. Stage II of the conflict process deals with the conflict being _____.

A) perceived and felt
B) apparent and experienced
C) expressed and perceived
D) cooperative and assertive

27. When one person seeks to satisfy his or her own interests regardless of the impact on the other parties to the conflict, that person is _____.

A) competing
B) avoiding
C) accommodating
D) compromising

28. You have decided to involve the sales personnel in planning for the change and in stocking appropriate new items to sell to gardeners. The method for overcoming resistance that you have chosen is _____.

A) coercion
B) participation
C) negotiation
D) manipulation and cooptation

29. Who developed the Three-Step Model for change that includes unfreezing, movement, and refreezing?

A) Kurt Lewin.
B) David McClelland.
C) Douglas Surber.
D) Lawrence Summers.

Continued...

30. All of the following strategies are organisational approaches to managing stress, **EXCEPT** _____.

A) employee selection
B) time management
C) job redesign
D) wellness programs

[TOTAL 45 MARKS]

SECTION B: TRUE/FALSE QUESTIONS (each question carries 1 mark). Answers for this section should be shaded in the OMR form.

31. Job involvement refers to a positive feeling about a job, resulting from an evaluation of its characteristics.

32. Rewards can reduce cognitive dissonance.

33. Specific goals produce a higher level of output than does the generalised goal of "do your best."

34. Mind mapping is a group decision-making technique.

35. Political behavior consists of activities that are not required as part of an individual's formal role but that influence the distribution of advantages and disadvantages within the organisation.

[TOTAL 5 MARKS]

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SECTION C: STRUCTURED QUESTIONS

QUESTION 1

(a) Define self-efficacy theory. (2 marks)

(b)

> ***"They compare their input-outcome ratio with the input-outcome ratio of relevant others" by Adam's Equity Theory***

Referring to the above statement, identify any **THREE (3)** inputs and any **THREE (3)** outputs of Adam's Equity Theory. (9 marks)

[TOTAL: 11 MARKS]

QUESTION 2

(a) Describe any **TWO (2)** personal and work outcomes of Job Characteristics Model (JCM). (3 marks)

(b) List any **TWO (2)** benefits of Job Rotation. (3 marks)

[TOTAL: 6 MARKS]

QUESTION 3

(a) Define workplace deviant behaviour. (2 marks)

(b) Provide any **SIX (6)** examples of workplace deviant behaviour. (9 marks)

[TOTAL: 11 MARKS]

QUESTION 4

Explain the barriers of effective communication listed below and provide an example for each barrier.

(a) Filtering

(b) Information Overloaded

(c) Language

[TOTAL: 6 MARKS]

Continued...

QUESTION 5

FORMAL POWER	PERSONAL POWER
Definition :	***Definition :***
Bases of Power: 1) 2) 3)	***Bases of Power*** 1) 2)

Table 1

(a) Draw the Table 1 in the answer booklet and fill in the boxes. (10 marks)

(b) Identify the **THREE (3)** most and the **ONE (1)** least effective power tactics that influence others. (6 marks)

[TOTAL: 16 MARKS]

[TOTAL 50 MARKS]

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